



## CONGRESSIONAL HEARING RESUME

106th Congress

**Date: 19 October 1999**

**SUBJECT:           Hearing on Kosovo Lessons Learned**

**COMMITTEE:       House Armed Services Committee  
                      Military Procurement Subcommittee**

**CHAIRMAN:        The Honorable Duncan Hunter**

**MEMBERS PRESENT (bold face):**

### **REPUBLICANS**

**Floyd Spence, (SC)**  
Bob Stump, (AZ)  
James Hansen, (UT)  
**Jim Saxton, (NJ)**  
James Talent, (MO)  
J.C. Watts (OK)  
**Mac Thornberry, (TX)**  
Lindsey Graham, (SC)  
**Jim Ryun (KS)**  
Jim Gibbons (NV)  
Mary Bono (CA)  
**Joseph Pitts (PA)**  
Robin Hayes (NC)

### **DEMOCRATS**

**Norman Sisisky (VA)**  
**Ike Skelton (MO)**  
John Spratt (SC)  
Lane Evans (IL)  
Thomas Allen (ME)  
Jim Turner (TX)  
Adam Smith (WA)  
James Maloney (CT)  
Mike McIntyre (NC)  
Cynthia McKinney (GA)  
Ellen Tauscher (CA)  
Robert Brady (PA)

**OTHER MEMBERS PRESENT:**

**Herbert Bateman (VA)**

**Gene Taylor (MS)**

**WITNESSES:       Lt Gen Marvin Esmond, USAF, DCS for Air and Space Operations**  
**Lt Gen Larry Ellis, USA, DCS for Operations and Plans**  
**VADM Conrad Lautenbacher, USN, DCNO for Resources, Warfare**  
**Requirements, and Assessments**  
**Lt Gen John Rhodes, USMC, Commanding General, Marine Corps Combat**  
**Development Command**

Information contained in this resume was obtained during an open

hearing. It will not be released outside of the Department of Defense (DoD) agencies until published hearing transcripts have been released by the Committee, and only to the extent it is in accord with published hearing procedures.

**Prepared by: Maj Tom Henwood      Date: 19 October 1999      Ext: 697-6790**

## **EXECUTIVE SUMMARY**

**The Committee convened this hearing to examine the effect of Operation Allied Force (OAF) on both deployed/non-deployed equipment and on future modernization plans to upgrade/replace this equipment. Key points made during the hearing included: need for additional endstrength; need for an increase in the budget topline for all the Services; Services cannot fight two simultaneous MTWs with the current force structure; and need for acquisition reform to permit fast fielding of new systems.**

The hearing opened at 1005.

## **OPENING REMARKS**

### **Chairman Hunter**

Started by praising the performance of US forces that participated in OAF. Stated that focus of this hearing was to answer several questions in light of OAF:

- Are our inventories of precision munitions sufficient? Are current platforms with improved smart weapons good enough to maintain our status as the predominant world power into the 21st century?
- What effect did OAF have on the mission capable rate of both deployed and non-deployed assets?
- What are we doing to address concerns with LD/HD assets like JSTARS, ISR assets (U-2), AWACs, and EA-6Bs?
- What is being done to address doctrine and training problems as well as hardware deficiencies encountered by Task Force Hawk?
- What are the implications of our heavy reliance on airlift and minimal use of sealift during OAF?

Thanked the Service Chiefs for their testimony last fall during which they said there was a \$20B shortfall in the PB. Intent of committee is not to slash one program to fund another. If you come to us and tell us there's a shortfall, we will do our best to fill it.

### **Rep Sisisky**

Asked what the Services have re-learned from OAF. Said one of DoD's priorities should be to follow up on lessons learned in past conflicts (we seem to be learning the same lessons over and over again). We learned in DESERT STORM we didn't have enough assets like AWACs, JSTARS, U-2s. If we are funding programs like the F-22 at the expense of these assets, then the cost is too high.

## **WITNESS STATEMENTS**

### **Lt Gen Esmond**

Started his testimony by saying that aerospace power worked during OAF. OAF was the first major war fought almost entirely with aerospace power. Air and space superiority was achieved and maintained. The Air Force modernization investment plan worked. In DESERT STORM, only 10% of employed strike aircraft had PGM capability. Only eight years later, over 90% of deployed strike aircraft modernized to carry smart weapons. Rapid global mobility was an essential Allied Force enabler. OAF was an MTW equivalent for major portions of the Air Force and air mobility forces rose to the occasion. The total force structure worked magnificently. Precision engagement worked and will be even better in the future. Employment of B-2s and JDAMs was a phenomenal all-

weather success. Within the current FYDP, we will have B-1s, B-52s, F-15Es, and F-16CGs all ready to employ GPS-guided munitions above and beyond their current capabilities. Need to continue enhancements in information collection, analysis, and dissemination capabilities management through continued modernization of our ISR platforms as well as our ability to get this information to strike aircraft in near real-time through modernization efforts like Link 16 datalink. During OAF, we ran the most distributed operations and most extensive “reach-back” effort ever. The EAF framework worked well in OAF. Path of current modernization combined with the ability to rapidly gain and maintain air and space superiority are key highlights of a campaign waged and won predominantly by aerospace forces.

### **VADM Lautenbacker**

Framed his discussion on lessons learned in terms of general and specific lessons. General lessons included:

- Key to success was our people
- Value of being forward-deployed
- Need to be ready for “come as you are” wars/contingencies
- Readiness is fragile

Specific lessons learned:

- ISR platforms heavily tasked (Navy had 21% of ISR assets and flew 36% of missions)
- UAVs essential
- EA-6Bs are critical asset heavily tasked (10 of 19 squadrons deployed during OAF)
- Need to review how we determine requirements for PGMs. Premium on 24-hr, all-weather munitions
- Targeting--We have to be faster and more responsive
- Allied interoperability is critical

### **Lt Gen Rhodes**

Kosovo affirmed the Marine Corps vision of the future of warfare. Also reinforced the enduring nature of rapidly deployable, expeditionary forces. For the Marine Corps, MC rates for deployed and non-deployed assets remained about the same. Need increased PGM training for aircrews prior to combat.

### **Lt Gen Ellis**

Pace of Army operations greater today than at any time short of global war. Deployment of TF Hawk did not significantly affect Apache MC rates across the Army. Small-scale contingencies (SSCs) continue to influence geo-strategic environment for foreseeable future. This is the catalyst for the Army’s new vision. It will have a significant impact on the Army’s modernization plan and the Army will need reprogramming authority to jumpstart first two new brigade sets at Ft Lewis. Will also need additional TOA.

## **KEY COMMENTS, QUESTIONS, AND ANSWERS**

- Chairman Hunter said that the committee put extra money in the supplemental for PGMs. Funding for precision munitions later reduced in the appropriations bill. Did the Air Force agree with the cut? Gen Esmond answered no. Asked if the Air Force had a plan to qualitatively fill its PGM requirements.

- Chairman Hunter stated that the JDAM is much less expensive than the CALCM--1/100<sup>th</sup> the cost. Asked Gen Esmond if the AF could validate that number. Will provide for the record.
- Rep Sisisky asked Gen Ellis if the Army needed more soldiers. Gen Ellis responded yes. This was followed by some discussion that the Services may have gone too far in reducing their endstrengths
- Rep Spence (Chairman of the HASC) said his main concern during OAF was what would happen if an MTW broke out during that time. Services are undersized and lack assets needed to do the mission. We must try to fund a force sized to meet the requirement. Said both the Army Chief of Staff and Marine Corps Commandant have asked for additional endstrength.
- Rep Saxton asked Gen Esmond to comment on the AF's long term plan for the C-17 program. Gen Esmond responded that MRS-05 will help define the requirement. Rep Saxton then asked if the C-141 special ops mission will need to be replaced with additional C-17s. Gen Esmond answered yes, but the final number of C-17s needed is still unclear.
- Rep Thornberry asked two-fold question to all witnesses: To what extent have you looked at OAF lessons learned from a joint perspective and what would you say is your Service's single greatest defect or vulnerability? Answers by witness:
  - Gen Esmond--OSD effort to collect lessons learned is looking at OAF from a joint perspective. Biggest concern is funding and people. AF stretched thin during OAF. Information operations also a concern.
  - Gen Rhodes--Requirements far exceed our resources. Present acquisition system is too slow and cumbersome. Would like to see a fast field system.
  - Adm Lautenbacker--We do jointness better today than just a few years ago. Stretching of our forces is single greatest defect.
  - Gen Ellis--Army would like to see fast fielding of new systems. Another deficit for Army is strategic responsiveness (airlift, sealift, and pre-positioning).
- Rep Bateman (Chairman of the Readiness Subc) expressed his concern about the Services' endstrengths. Said we may need to rethink when and why we get committed.
- Chairman Hunter asked the witnesses to respond to the following question: Understanding assets used in Kosovo and required for our standing commitments, what would have been the shape of our forces if we had to respond to an MTW during OAF? Gen Esmond responded that LD/HD assets were critical. We would have had to redeploy some of these assets from Kosovo. In response to a follow-up question by Chairman Hunter, Gen Esmond stated we would have to swing some tactical aircraft and airlift and tanker assets if we went beyond 2-MTWs. There was general agreement among the witnesses that we do not have enough assets to fight two simultaneous MTWs.
- For the record, Chairman Hunter asked all the witnesses to provide a description of the shortfalls in equipment with respect to the mission capability of non-deployed forces during OAF, laid against the 2-MTW requirement (i.e., How short were you with the remaining assets not used in OAF in terms of having a fully equipped MTW capability?).
- Rep Sisisky asked what the Air Force's plans are for JSTARS funding. Gen Esmond stated the requirement is still 19.

- Chairman Hunter mentioned that the HASC authorized \$25M for Global Hawk but the appropriators cut that figure to \$15M. He asked if the Air Force needed the \$25M and requested that Gen Esmond check on the Air Force position and respond for the record.
- Chairman Hunter talked about a contractor (Lay Systems?) that had proposed altering dumb bombs to make them smart but the proposal was rejected by the Air Force. He asked Gen Esmond let him know, for the record, what the Air Force position is on altering dumb bombs.
- After a discussion about acquisition reform and creation of a fast field system, Chairman Hunter asked Gen Esmond to address fast fielding of spare parts, for the record. He asked if the Air Force had under funded spare parts in FY98 to fund modernization. Gen Esmond said the AF had to make tough calls to manage budget shortfalls.
- In his concluding remarks, Chairman Hunter said the main point he's heard from the Services is we are short money. He reiterated his praise for the Service Chiefs for their candid testimony on budget shortfalls last November. He sees a greatly reduced force that is not as ready to fight as the large force of years ago.

**The hearing was adjourned at 1315.**